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ABSTRACT

Basic information is provided for setting up a library for a Community Development Corporation, which may need trade, business, and statistical materials not found in the local public library. Information is provided concerning library goals, organization, selection and ordering procedures, cataloging and classification, periodicals, public documents, circulation, space and supplies, budgets and planning, and some problems which may occur. The appendixes include lists of reference books, periodicals, and subject headings, as well as sample catalog cards and an authority file for federal government authors. (LS)

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A Library Manual for Community Development Corporations

Florence Contant

IR 001 334

ED 076933

A Library Manual for Community Development Corporations

Florence Contant

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Center for Community Economic Development
Cambridge, Massachusetts

1974

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PREFACE

This manual is meant to serve as an introduction; it does not pretend to answer every question that could come up when you start a library. When you run into problems not covered by this text, we suggest that you consult your local public librarian, your state library, or your state department of education library division. While the Center for Community Economic Development library staff is available for consultation to CDCs, forming relationships with local librarians would be more useful in the long run.

Although I drew on my library training and experience to write this manual, three publications helped me and might help you as well:

Planning and Urban Affairs Library Manual, ed. Mary L. Knobbe and Janice W. Lessel. $10.00

Council of Planning Librarians
Exchange Bibliographies
P. O. Box 229
Monticello, Ill. 61856

The Administration of a Public Affairs Library

Public Administration Service
1313 East 60th St.
Chicago, Ill. 60637

School Library Media Center Procedures, by Alma M. Tillin. $2.50

Demco
P. O. Box 1488
Madison, Wisc. 53701

CONTENTS

1.	Why a CDC Library?	1
2.	Getting Started	4
3.	Selection and Ordering Procedures	6
4.	Cataloging and Classification	8
5.	Periodicals	18
6.	Public Documents	21
7.	Circulation	25
8.	Room and Supplies	27
9.	Budget and Plans	29
10.	Library Workflow for a Publication	30
11.	Occupational Hazards	31
	Appendix A: Reference Books	35
	Appendix B: Periodicals	37
	Appendix C: Subject Heading List	42
	Appendix D: Sample Catalog Cards	49
	Appendix E: Authority File for Federal Government Authors	52

A Library Manual for Community Development Corporations

1. Why a CDC Library?

People living in the back hills of Appalachia, or in the ghettos of Cleveland, Harlem, and East Los Angeles, or on Western Indian reservations need jobs, better housing, more access to the political system, and more control over their economic environment. Community development corporations (CDCs) attempt to bring about basic changes in such low-income or poverty-level areas; they work on various development projects dealing with the most pressing needs of their communities. These projects include business, real estate, and industrial development, agricultural cooperatives, loan funds, housing construction and management, and many others. As a result, each CDC must develop stores of special information. A CDC library is the most efficient way to obtain such information, to make the materials available to the CDC staff and community, and then to file these materials against future use.

For example, suppose the CDC is considering building and managing a resort motel complex. The librarian would work closely with the CDC director and the project manager to decide how much information was necessary. Typically the librarian would gather statistics about the successes and failures of resort motels in the United States, as well as statistics about the level of tourist trade in the region around the CDC. The next step would be to assemble other useful information: trade magazines about the resort and motel business, names and addresses of resort and motel professional and trade organizations, and facts about federal programs to help finance parts of the project. These statistics and information sources do not replace a feasibility study, but they enhance the study with a broad perspective.

Some CDCs, particularly those in urban areas, might expect public libraries to assemble this trade information. Public libraries, however, must meet general rather than special needs of the community. Although large public libraries maintain up-to-date reference collections, government statistics sections, and even special business libraries, in this instance a CDC would have difficulty obtaining what it needed. It is unlikely that even a good public library would subscribe

to such specialized publications as motel trade magazines. Furthermore, public libraries do not allow readers to take statistics reference books and magazines out of the library. If the CDC had its own library, the resort motel project information would be available where and when it was needed, and the public library, with its expensive, seldom-used reference books and other sources, would play a supplementary role.

A CDC library can collect and store information more efficiently than project managers or individual departments. Such a central information system avoids overlapping and duplication of materials, thus saving the CDC time and money. Not only is buying each project manager a copy of Statistical Abstracts and a subscription to Economic Opportunity Report obviously wasteful, but often materials purchased for a specific project may be applicable to, or of interest to, other projects. A librarian with an overview of CDC needs can obtain materials promptly and record their existence and location accurately in order to find them quickly as other projects or individuals need them. As a result, budgeting, procurement, and accounting procedures are simplified.

A librarian performs many tasks for a CDC. He or she purchases or otherwise procures materials requested by the staff and selects other materials important for the CDC library. The librarian organizes and files books, studies, reports, and magazines already purchased or collected by the CDC so they can be used by all the staff. As librarians learn the interests of the staff and the needs of individual projects, they can point out articles, new books, or magazines of special interest. By keeping the staff informed of new materials in the library, the librarian helps information to circulate freely and heightens the possibility of the interchange of ideas.

CDC librarians can and should participate in community affairs as much as possible, by performing such useful functions as writing a column for the local newspaper and speaking to other community groups about the resources in the library and what the CDC is doing for the community. The CDC librarian can explain the work of the CDC to school and public libraries and suggest new materials for their libraries that would serve the general community. The CDC newsletter or other

CDC publications should be sent to the mayor's office, the chamber of commerce, community groups, and all other libraries in the community. The CDC knows that economic development is a community effort; by informing and educating the community, the CDC librarian can help this process.

2. Getting Started

The CDC director and the librarian should discuss the goals and responsibilities of the library while the library is being organized. Because a CDC library is a special collection of materials, no existing scheme of organization will apply exactly to the collection. The librarian will need the director's help in following many of the suggestions in this manual, particularly those in the Cataloging and Classification section, which discusses library organization. Since each CDC deals with different kinds of problems, many of the initial decisions about the organization of the library will reflect the unique character of that CDC. To insure full cooperation, the staff should be informed of important library policy decisions, ordering and filing procedures, and rules for the use of materials.

Starting a library also requires the cooperation of the entire CDC staff, which should send all books, magazines, newspaper, articles, pamphlets, and studies to the main library room. If a staff person does not want to give up his materials, make out a card with author, title, publisher, and location of each major item. You can then direct people to the materials if the occasion arises.

Mark every item conspicuously with your library stamp. The books and thicker studies should be marked on the title page and on the top, bottom, and side. The library mark distinguishes items owned by the CDC from those owned by individual staff.

Sort the materials into three categories: books, magazines, and others. Put the books on the shelf alphabetically by author. Place the magazines and newspapers in file folders arranged alphabetically by title. Sort the "other" material into the following categories: academic studies; consulting reports; feasibility studies; pamphlets; newspaper clippings; items published by the local, state, or federal governments. Other categories may emerge; the important thing is to set up an initial arrangement. I suggest ways of cataloging and filing these categories of materials in other sections in the manual. Although formal organizing and filing take time, you should open the library informally as quickly as possible.

Set up a notebook as a sign-out mechanism and put it in a prominent place. Remind people to sign out every item, and be sure to mark out the signature when the item is returned. Always try to know where things are. The library should order all books, magazines, newspapers, and other CDC materials. Arrange billing and accounting procedures with the director and bookkeeper.

At the outset, probably very few people will use the library. It will take months of personal talks with the staff and others you think would benefit before its usefulness is established. Talk to them about what they need and be prompt in getting what they want. After working with people individually, you will begin to anticipate their needs and order project materials before they are requested. By then most people will consider the library an integral part of their own work.

3. Selection and Ordering Procedures

After you have sorted and arranged all the important resource materials already owned by the CDC, you will want to get new publications. Very few people would know what to buy right away, since a CDC has such different needs from other organizations with libraries.

Requests by staff and community people for information that cannot be answered by the books and articles in your library are good indicators of library needs. Several places might be able to answer such questions. Call the reference department of the public library or the state library. Librarians in bank libraries or libraries of large companies have special materials not found in public libraries. Nearby government agencies, such as the Small Business Administration or the Bureau of Labor Statistics, whose phone numbers are in the white pages of the phone book under "United States Government," can be valuable information contacts. When you get the answer to your question, ask for the source of the information and how you can get a copy of the source publication. Keep a record of these questions, answers, and sources of information. You will want to purchase some of the more important publications, but you won't know which are important until a pattern of information requests becomes clear. A list of generally helpful reference books will be found in Appendix A.

Bibliographies or lists of books about community economic development are more available now than they were a few years ago. When you acquire new bibliographies, route them to the staff for their suggestions for purchase. The Council of Planning Librarians (P. O. Box 229, Monticello, Ill. 61856) publishes bibliographies concerned with many aspects of development. Write them for a list of available bibliographies and subscription information.

Many periodicals have an invaluable New Publications section; check them regularly. I suggest the CCED Newsletter, Development Data, Housing and Renewal Index, Journal of Housing, Marketing Information Guide, News for Farmer Cooperatives, and Urban and Social Change Review. The addresses and prices of recommended periodicals are listed in Appendix B.

Suggestions for selecting and ordering public (government) documents are in Section 6.

You can obtain addresses of publishing organizations or companies by calling the public library; however, book publishers' addresses are listed in the last section of a reference book updated every year, Books in Print (R. R. Bowker Co., 1180 Avenue of the Americas, New York, N. Y. 10036, $50.00). This book provides publishing information for every book in print and available in the United States. Order books directly from the publisher or through a local bookstore. Often you can get a book free if you review it for your CDC newsletter or for your local newspaper. Many pamphlets and newsletters can be exchanged for the CDC newsletter or other CDC publications. Keep a 3x5 card for every new publisher's address; this cuts down on the amount of correspondence you have to file.

Give library request slips to every staff member. A person needing a publication fills out the slip with as much ordering information as he can provide and returns the slip to you for prompt handling. Keep a record on 3x5 cards of items you have ordered (the order file) and items received (the received file). Check these files and the record of what you already have in the library before you order a new publication to make sure the item is not on order or in the library. The order file also reminds you of who ordered publications. After you mark and record a new publication, sign it out and route it to the appropriate person.

4. Cataloging and Classification

Cataloging and classifying publications allows them to be located different ways. All libraries arrange publications by subject so that the user can find what he wants as quickly and easily as possible. Problems quickly arise because some publications have more than one subject, yet you can put them in only one place physically. Furthermore, the more publications you have, the harder it is to remember where they are. Arranging publications by subject on the shelf or in the filing cabinet is called classification. Cataloging provides an index to the same publications by describing them and analyzing their contents.

Cataloging and classifying publications and preparing them to be filed requires a great deal of time. At the outset you must decide which publications should be cataloged and classified, based on the importance of the item and based on how much time you have to devote to the task. The less time you have, the more important the publication should be.

Publications that will not be useful for long because of their content or their physical makeup are not classified or catalogued individually Assign these short pamphlets, brochures, and newspaper clippings subject headings. Keep an updated list of all the subject headings you use. Label all items with their subject heading, then file them in heavy-duty legal-size folding files marked with the appropriate heading. File these alphabetically by subject headings in a filing cabinet; this arrangement is called the vertical file.

Librarians with a lot of time or clerical help can catalog and classify public documents from federal, state, and local governments. You do not have to do this. In Section 6 other ways to organize public documents are suggested.

Books, studies, reports, and important magazine articles should be cataloged and classified. Cataloging means recording information about the publication on 3x5 cards: its author, title, and subjects. You then file these cards in a special small catalog, the card catalog. Cataloging results in an index to all the publications, similar to an index at the back of a book. If someone asks you what you have in the library

by a particular author, or on a particular subject you can check the cards in the card catalog instead of relying on your memory.

The cataloging information for each item follows a uniform style. Most of the necessary information is found on the title page of a book or report: author, title, place of publication, and publisher. You should also record the date of publication, found on the title page or the back of the title page, as well as the number of pages of the publication. Cataloging information for magazine articles includes author, title of article, name and date of magazine, and number of pages of the article.

BOOK

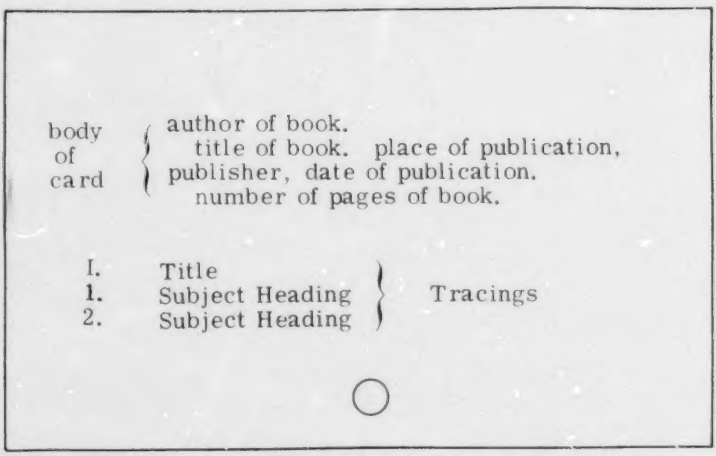
author of book.
title of book. place of publication,
publisher, date of publication.
number of pages of book.

ARTICLE

author of article.
title of article. name of magazine,
date of magazine.
number of pages of article.

You write down this information about a publication, known as the body of the card, on a 3x5 slip of paper. At the bottom you list all the ways you want to be able to locate the publication in the card catalog. These ways are called tracings. If you think the publication could be located by its title, as most books can, the title is one tracing, known as an added entry. The other tracings are the main subjects of the book, called subject headings. A catalog card is typed for each tracing, or way to find the publication.

WORKING SLIP WITH TRACINGS

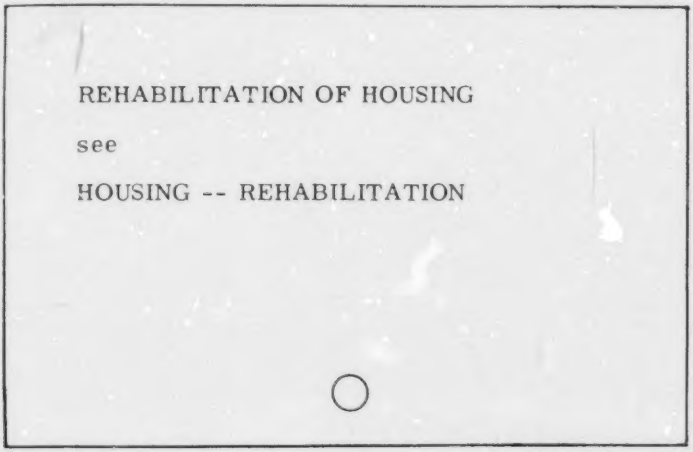


Remember three important things about subject headings: (1) Record only the most important subjects for each item, since each subject heading requires a new card. (2) Make sure the subject headings are the common words people would use to look for information. (3) Record each new subject heading on your own alphabetical list of subject headings and keep the list as short as possible.

Every time you want to add a new subject heading, ask yourself if you already have a subject heading that would do as well. If the answer to that question is no, and a new one is necessary, the question then is whether the subject heading is broad and important enough to stand alone. Often a subcategory under a broad subject heading is preferable to a new subject heading. When cross-references are used, you must record these in your subject heading list.

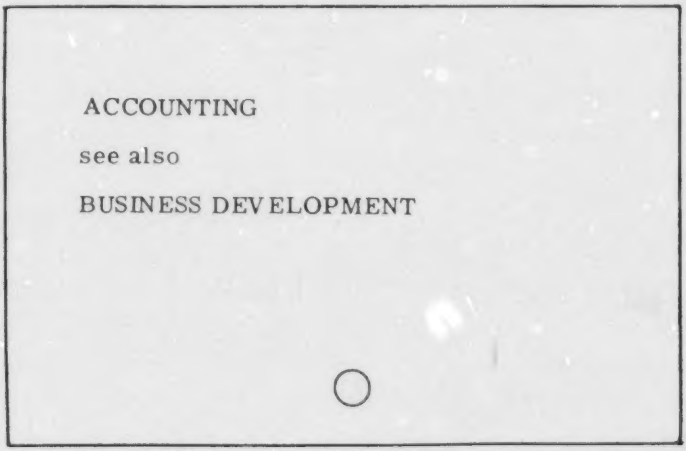
Cross-reference cards in the card catalog advise the user to look under other headings for the information. If the user looks for a subject under a word not used in your catalog, a "see" reference card directs him to the appropriate word.

"SEE" CROSS-REFERENCE



A "see also" reference card suggests other headings under which additional information is listed.

"SEE ALSO" REFERENCE



A sample subject heading list, including cross references, will be found in Appendix C. Your subject heading list will be a good introduction to the types of information found in your library.

Your library's classification system has a direct relationship to the subject heading list. A classification system is a subject outline with a code numbering each section. The process of classification is finding the book's place in the outline and assigning the book that number. The classification number assigned to the book is the call number. Public libraries and other large libraries with general collections use call numbers from the Dewey Decimal System. Because the CDC library has a very specialized collection, you may want to devise a system that better suits your materials. You must also keep in mind that the person who comes after you in the job of librarian may not have any special training. The system you devise should be simple and easily understood.

Establishing your own classification system is like setting up the subject heading list: it must be simple and consistent. Choose nine main numbers with 0 as the first digit. This leaves a lot of room for inserting important subcategories and for expanding the system. For example, the first nine subject categories might be:

Agriculture	0100
Community Information	0200
Community Development Corporations	0300
Business Development	0400
Cooperatives	0500
Housing	0600
Land	0700
Industrial Development	0800
Banks	0900

You may reduce any one of those nine main subject areas into subcategories

Agriculture	0100
Agribusiness	0101
Farmers	0110
--Economic Conditions	0113
Agricultural Products	0130
--Vegetables	0131
--Dairy Products	0132
--Pigs	0133

If new major subject areas appear you may further expand the classification system. As with the first nine categories, add another nine as 1000, the next nine as 2000, and so on. Deciding on the main subject and the words you use to describe them presents many difficulties. Discuss this with the CDC director to make sure he agrees with your choice of subjects and their wording.

If you want to try to use either the Dewey or Library of Congress classification system, here is the ordering information for the systems:

Dewey Decimal Classification and Relative Index, 18th edition, 1971. 3 volumes. Available from H. W. Wilson Company, 950 University Ave., Bronx, N. Y. 10452. $45.00

Library of Congress Classification Schedule, Class H, Social Sciences. 3rd edition, 1950, with 1965 supplement. Available from Card Division, Library of Congress, Building No. 159, Navy Yard Annex, Washington, D. C. 20541. $4.25.

A recent classification system which might also be useful is the NLC/USCM Library Classification System: A Classification Index for an Urban Collection, which may be obtained from:

National League of Cities
United States Conference of Mayors
1612 K Street, NW
Washington, D. C. 20006
$3.00

Whether you devise your own classification system or adapt an existing one, you must keep a clear record of the development of your system, not only for yourself, but also for the librarian after you. Work from a typed outline of the system you intend to use, inserting new numbers as they are added. As you classify new materials, always work from your list so that you remain consistent. Listing classification or call numbers after each subject in your subject heading list might also help you.

The call number for each item is its classification number and the first three letters of the author's last name. For example, if the classification number for the book if 0563 and if the first three letters

of the author's last name are Can, the full number of the book is $\frac{0563}{Can}$. Place the call number in the upper left hand corner of the catalog card and on the label on the spine of the book or front of the report.

The shelf list card is a typed version of the cataloging working slip with the call number at upper left and tracings at the bottom. (You might add the item's price at the bottom right of the card and its ordering address on the back, in case the item is lost and has to be reordered.) File the shelf list cards in a part of the card catalog known as the shelf list file. The shelf list cards are filed consecutively by call number and should correspond to the order of the items themselves on the shelf or in the filing cabinet. The shelf list is a record of everything in the library, except periodicals, public documents, and items in the vertical file. If you permanently remove a publication from the library, you also remove its shelf list card, whose tracings tell you which cards to remove from the main card catalog. A typical shelf list card looks like this:

SHELF LIST CARD

0563
Can Canty, Donald S.
Cooperatives in the new city.
New York, Doubleday, 1963.
219p. bibliography

I. Title
1. Cooperatives
2. New Towns

This is an explanation of the parts of the shelf list card:

a. Call number, in upper left-hand corner

b. Author's last name first, then a comma, then first name and initial

c. Title, on the line below the author's name, indented two spaces, ended with a period. The first word and proper nouns and adjectives (for example, the American society) are capitalized*

d. Imprint, including place of publication, name of publisher, and date of publication

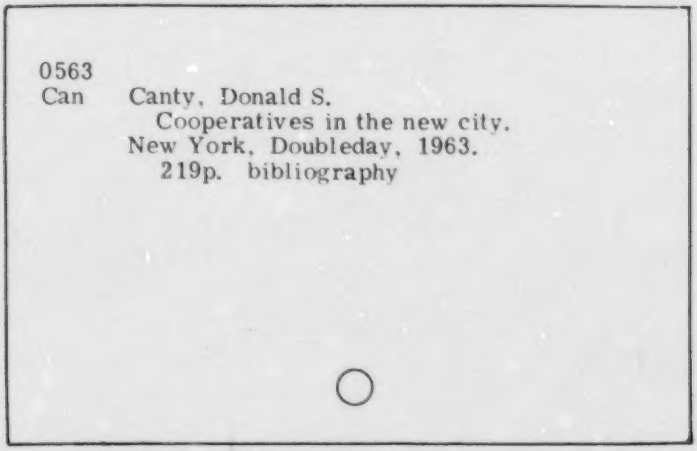
e. Collation (number of pages)

f. Notes, indicating good bibliography and/or contents, if important

g. Tracings, using roman numerals for added entries, and arabic numerals for subject headings

The information on the shelf list card is used to make up author, added entry, and subject cards. The author card omits the tracings; added entry cards have the added entry (for example, the title) at the top; subject cards have subject headings, all caps, at the top.

AUTHOR CARD



*If a publication was written by two people or two groups, the title is followed by a comma and both authors' names are listed; the second author is recorded as an added entry in the tracings. (A sample added entry card for a second author may be found in Appendix D, p. 47.) If item was written by more than two people, the term "et al." is added to the shelf list card after the first author's name; there is no added entry.

TITLE CARD
(Added Entry)

Cooperatives in the new city

0563
Can Canty, Donald S.
Cooperatives in the new city.
New York, Doubleday, 1963.
219p. bibliography

SUBJECT
CARD #1

COOPERATIVES

0563
Can Canty, Donald S.
Cooperatives in the new city.
New York, Doubleday, 1963.
219p. bibliography

Examples of catalog cards for authors of other types of publications (magazine articles, government publications, and so forth) are in Appendix D.

Your card catalog will be divided into three sections: the shelf list, author and title cards, and subject headings. This arrangement simplifies filing. File the typed cards as soon as possible.

Your classification system and subject heading list will reflect the basic concerns of your library and the CDC. Inform the staff about

SUBJECT CARD #2

NEW TOWNS

0563
Can Canty, Donald S.
Cooperatives in the new city.
New York, Doubleday, 1963.
219p. bibliography

the system of arranging materials in the library so that any staff member can find what he or she wants if you are not there, either by going to the subject area on the shelf or by using the card catalog. When this happens -- and it takes a while -- you will know that your system has succeeded.

5. Periodicals

Gather together all current and back issues of magazines, newsletters, and newspapers. Mark each item clearly with your library stamp. List all relevant subscriptions received at the CDC office by the staff, whether paid for by the individual or the CDC. Ask the staff to send their newspapers and magazines to the library as soon as they have finished with them. You may have to remind people at first, but you should have as many issues as possible in the library. When an individual's subscription to a publication that has proved useful runs out, suggest that the library renew the subscription, budget permitting.

Among the first supplies to be ordered should be periodical record cards for daily, weekly, and monthly publications; also order pamphlet boxes to display and store back issues of your periodicals. See Section 8 for ordering instructions.

Record the following information on your periodical record cards: title, address of publisher, annual cost, when the current subscription runs out, and who is paying for the subscription (the library or a staff person). As each issue of a newspaper or magazine arrives at the library, it must be stamped and checked on the periodical record card. Doing this helps you keep abreast of which issues are available in the library. It also helps you catch negligent publishers who do not send as many issues as they should or send them to the wrong address.

You might try ordering your periodicals through a subscription agent. For the agent in your area, look in the yellow pages under "Magazine Subscription Agencies." If any of the agents carries most of the periodicals you want, use his company. An agent will subscribe to the magazine for you and renew the subscription. Instead of paying each publisher, you send one check to the agent. It saves time and energy.

Keep each periodical in chronological order in its own pamphlet box. Write the title and the dates of the issues contained in the box on the front: for instance, Business Week, Feb. 23, 1971 -- April 23, 1971. Arrange the pamphlet boxes alphabetically by title on the shelf.

The best way to keep magazines available is by copying articles that people want to read, rather than letting them take the whole magazine. This is possible only if you have access to a copying machine. If you do, make copies of the table of contents of each magazine when it arrives. Make enough copies of each so that no more than four people have to share. When you have four or five bunches of contents, clip them together and route them to the staff. You might also send them to board members or groups in the community you think would be interested. People mark the articles they want; you copy the articles and send them out. I have found it less expensive to do this than to pay for missing back issues of periodicals or to spend a lot of time and energy finding an article in another library. If you do not have a copying machine, treat magazines like newsletters.

Usually newsletters are routed to the people interested in them. Often these people complain that they do not have time to read newsletters, but they do not want to miss important items. To work out this problem, explain to the person that for the first few issues, he or she should try to read the newsletter carefully and mark the items of interest. You look through each issue when it is returned, and after four or five issues you will begin to see the kinds of things he or she wants. Then you can skim through each issue of the newsletter, mark sections you know will interest the person, then route it to the staff person. Each time you do it, it takes less time, and the reader can keep up on the information necessary to his or her work.

Readers must sign periodicals and newspapers out of the library. Arrange the signed slips alphabetically by title and destroy them when the periodicals are returned.

Periodicals and newspapers are among the best and most up-to-date sources of information. Few periodicals deal exclusively with economic development. Specialized magazines deal with almost every type of business venture. You must locate these periodicals and subscribe to them if they seem genuinely helpful. Most magazine and newspaper publishers will send a sample copy before you subscribe. Circulate the sample to the staff and get their advice and support before you subscribe. Read it yourself to see if it has a useful New Publications

SIGN-OUT
SLIP

Magazine Sign-Out
CDC Library

Title _____

_____

_____

Date _____

Date Taken _____

Name _____

section. If no one is going to read the magazine, including you, do not buy it.

Some guides will help you find out more about what periodicals and newspapers are available. Ulrich's International Periodicals Directory (2 volumes) lists periodicals under subject headings such as "Business and Industry," "Management," and "Transportation." The Ayer Directory of Publications includes newspapers and magazines. The listings are mostly by state, but there is a subject index. The National Directory of Newsletters and Reporting Services (1966) also lists newsletters, information services, and association bulletins by subject. Any public library should have these books; the CCED library has them, but I recommend that you not purchase them, since they are very expensive.

A list of generally relevant periodicals is attached in Appendix B. Some of them are fairly expensive, but all are useful.

6. Public Documents

Most CDC libraries need public documents from federal, state, and municipal governments. In the beginning these documents are hard to find. Your nearest city public library may have a government documents division with a helpful and knowledgeable staff. These librarians can help you find sources of special materials and will often answer reference questions by phone.

Most federal publications are sold by the Superintendent of Documents, Government Printing Office (GPO), or are available free from the responsible department or agency. Either you must send money with the order to GPO, or you can establish a deposit account. Three periodicals can keep you up-to-date with federal publications:

Selected U. S. Government Publications (free)
Send name and address to:
Superintendent of Documents
Attn: S. L. Mail List
Washington, D. C. 20402

Monthly Catalog ($12. 50)
Superintendent of Documents
Government Printing Office
Washington, D. C. 20402

Statistical Reporter: Current Developments in Federal Statistics ($3. 50)
Same address as above

More obscure reports and evaluations commissioned or funded by government departments or agencies can be obtained from:

National Technical Information Service (NTIS)
5285 Port Royal Road
Springfield, Va. 22151

Their Weekly Government Reports list what is available by subject; NTIS provides these on a subscription basis.

State documents are more difficult to find. Some are listed in Public Affairs Information Service, an index available at the public library. The Monthly Checklist of State Publications, compiled by the Library of Congress, is available from the GPO for $11. 50 a year. Essential information on the structure and officials of state govern-

ments is available in the Book of the States, published annually with two supplements, "State Administrative Officials Classified by Functions" and "State Elective Officials and the Legislature." The book, with supplements, costs $19.50 from the Council of State Governments, Iron Works Pike, Lexington, Ky. 40505.

Lists of the municipal documents of the major cities like New York, Chicago, Los Angeles, and St. Louis are published annually by their municipal reference libraries. Public Affairs Information Service carries lists of documents of the larger cities under the heading "Municipal Documents." No single guide to documents of smaller cities and towns exists. A primary reference work and source of data for municipalities of all sizes is the Municipal Year Book ($17.00), published annually by the International City Management Association, 1140 Connecticut Avenue NW, Washington, D.C. 20036. The volumes contain statistics, directories, bibliographies, and a list of valuable periodicals in the municipal field, as well as research reports on various topics.

You may organize public documents several ways. You can catalog and classify them like any other books or articles and interfile them with the rest of the collection. Government organizations as authors can be confusing to write down. The usual library practice is to precede the name of the department or agency with the name of the government, for instance:

U.S. Dept. of Labor
Massachusetts. Board of Corrections
Boston. Dept. of Public Works

Following this practice, all publications of a particular government appear together in the card catalog. Use the same abbreviations throughout: always U.S. Dept. of Labor, instead of United States Dept. of Labor or U.S. Department of Labor. Smaller divisions of major departments or agencies can be listed by their own names, or as part of the major department; for instance:

U.S. Manpower Administration
or
U.S. Dept. of Labor. Manpower Administration

Either is correct, but be consistent. Keep a record of how government names appear in the catalog. Librarians usually refer to this as the authority file. A sample authority file can be found in Appendix E.

Many librarians classify and interfile public documents with the rest of the collection. Librarians who deal with many documents and do not have much clerical help have devised other ways to store and find documents. Public documents issued by departments or agencies are filed with all documents of the responsible government unit. For instance, all Dept. of Labor publications are filed together, and labeled DOL-1, DOL-2 in the order that they are put on the shelf. Manpower Administration publications may be filed separately, or filed as a separate section within the Dept. of Labor and marked DOL-MA-1, DOL-MA-2, and so on. The consistency rule applies to storage of documents; once a decision has been made, documents must always be filed in the same place.

Federal congressional hearings can be filed by committee. For example, Joint Economic Committee hearings, including hearings by all subcommittees of the Joint Economic Committee, would be filed together under the heading "U. S. Cong. Joint Economic Committee -- Hearings" and the label JEC/1970, JEC/1971, and so on. File the hearings of the Senate committees, such as the Committee on Public Works, under the heading "U. S. Cong. Senate. Committee on Public Works -- Hearings" and the label USS/CPW/1970, USS/CPW/1971, and so on. File the hearings of the House committees, such as the Committee on Government Operations, under the heading "U. S. Cong. House. Committee on Government Operations -- Hearings" and the label USH/CGO/1970, USH/CGO/1971, and so on.

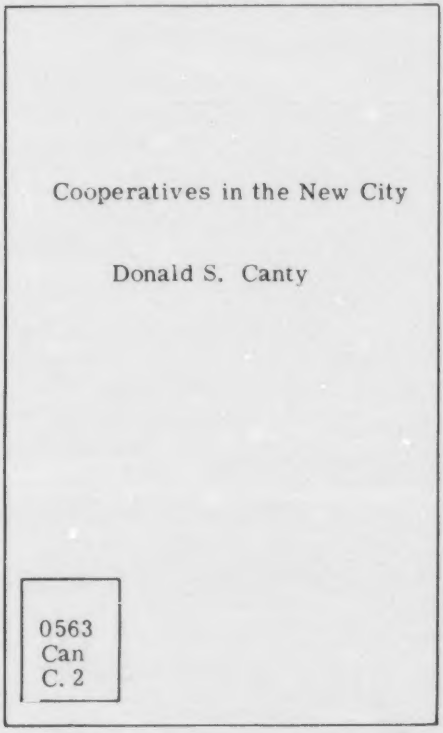
Federal congressional bills and reports can be filed by session of Congress; for instance, the Senate bill S. 2035 of the U. S. 93rd Congress, 1st Session, will be filed by number with all the bills of that session under the heading "U. S. Cong. Senate. 93rd, 1st." First file the House bills, then the Senate bills. Reports will be filed right behind the appropriate bills, and a card placed with the bill can refer the reader to the appropriate hearings.

File state and municipal documents similarly.

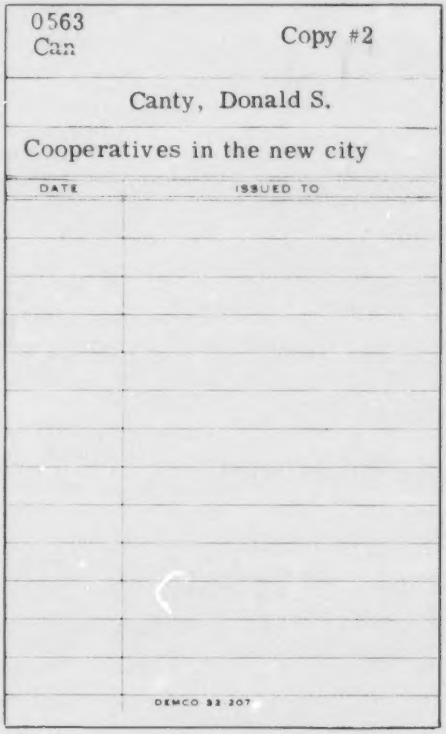
Storing documents as described above simplifies the immediate problem of where to put them as they arrive. Keep good records, either on cards or in a notebook, of what is available. Each document must also have a book card and is circulated as a regular library item.

7. Circulation

Circulation is the method you use to keep track of borrowed library materials. If a person wants something that is not on the shelf or in the file, you must know who borrowed the publication. Every item must be signed for when it is borrowed from the library. Use book cards for classified items like books, studies, reports, and articles. You may purchase book cards from a library supply company. The information on the book card corresponds to the catalog card of the same book: call number, author's last name, and title. If you have more than one copy of the item, write the copy number on the upper right corner of the card and on the label of the item.



BOOK WITH LABEL



BOOK CARD

Use sign-out slips for periodicals and unclassified materials. (See sample sign-out slip, p. 20.)

The book cards and sign-out slips should be signed by the borrower with the date the item was taken out. If the borrower is not on the staff, be sure he writes his address and phone number on the card or slip. I recommend that you have a two-week loan period, with opportunity to renew; people tend to lose things after two weeks. You may want a longer loan period depending on the needs of your borrowers. Reference books, such as encyclopedias and almanacs, should be out only on an overnight basis. Fines for overdue books are not of much use; they tend to create unnecessary hostility.

You can keep track of overdues two ways. You can go through the files every day and send notices to those who have books overdue that day. Or you can file the cards and slips alphabetically behind date due dividers. For instance, all items taken out October 2 would be filed behind October 16 as the date they are due. Unfortunately, when you want to know who has a certain item, you have to look at the cards behind each date. Both ways are time-consuming, but you must establish the fact that you are serious about your lending rules. People will soon understand that cooperation with your circulation procedures benefits everyone.

8. Room and Supplies

Libraries grow. You should plan library space carefully. Double your present space needs in order to have enough room two years from now. Your estimate of space needs should include:

Shelves for books
Shelves for periodical boxes and newspapers
Five-drawer legal-size filing cabinets (at least two)
Librarian's desk
Typewriter (with removable card attachment)
Worktable
Reading table and chairs for visitors
Supply closet

I recommend the cheapest, most flexible form of shelving: brackets, studs, and boards. The boards should be at least ten inches wide and can be painted or stained. Estimate seven books to one foot of shelving and three periodical or pamphlet boxes to one foot of shelving. You should have separate filing cabinets clearly labeled for vertical file and permanent materials. Your typewriter should have a removable card attachment for typing catalog cards.

People should be able to sit down and read in the library. The staff can always take materials back to their offices, but visitors will need to sit down and look through your materials.

Order special supplies from library supply catalogs. A basic list of supplies follows:

1	two-drawer card catalog tray
1,000	book cards
3,000	catalog cards, 100% rag stock, unruled
1,000	call number labels
100	folding pamphlet boxes, 4" wide, 9" deep, 11" high
50	periodical record cards: monthly, weekly, and daily (the number of each will depend on what periodicals you have)
1,000	heavy-duty legal-size file folders
1	library stamp and stamp pad
30	book supports (ends)

Consult the yellow pages of the telephone directory for a list of local library suppliers. If none are in your area, send for the catalogs of these nationally known library supply houses.

Demco
Box 1488
Madison, Wisc. 53701

Gaylord Brothers
P. O. Box 61
Syracuse, N. Y. 13201

Brodart
56 Earl St.
Newark, N. J. 07114

9. Budget and Plans

Present your library budget and plans to the director of the CDC at the end of each fiscal year. Since the new plans and budget are based on the experience of the previous year, you must keep good records of the following expenditures: books, periodicals, miscellaneous publications, supplies, special furniture and equipment, salaries, and fringe benefits, as well as overhead expenses such as telephone, reproduction, postage, office equipment, and nonlibrary supplies. A yearly report of these expenditures should accompany the budget. The proposed budget should reflect increases in salaries for staff as well as the projected expenditures for library materials and new services. As a general rule, expenditures for library materials should be approximately one-fourth the expenditures for library staff. The more staff you have, the more materials you can organize and circulate.

Your plan should contain a statement of the purposes of the library and an explanation of the methods you expect to use to develop the program. A supporting statement should include, if possible, statistics of materials circulated and new materials added to your collection, and illustrations of the types of reference and research questions answered by the library. Any weakness in the collection, staff, or physical layout of the library should be noted in the plan with suggestions for improvement.

Administrative circumstances will differ for each CDC library. Talk to your director about your budget and the kinds of records he considers necessary to explain the work of your library and how you spend library money. I have offered suggestions about budgeting and reporting methods followed by many libraries, but your situation may require different methods.

10. Library Workflow for a Publication

1. Send out request slips.
2. Receive request slip from staff person for a book.
3. Order book from publisher or through local bookstore.
4. Prepare 3x5 card for book on order: author, title, publisher, price, date ordered, and person requesting book; file card in order file.
5. Prepare address card for publisher; file in address file.
6. When book comes, pull its card from order file and place in received file with date received.
7. Mark book with library stamp.
8. Record on working slip: author, title, place of publication, publisher, date, pages, tracings.
9. Assign call number.
10. Type shelf list card, author card, added entry cards, and subject heading cards.
11. Type book card and book label; attach to book.
12. File shelf list and other catalog cards.
13. File book or route it to person who requested it.
14. Add the book to weekly list of new books.

11. Occupational Hazards

Librarians should be firm, not rigid. Make sure people understand that the library is a cooperative venture; rules facilitate cooperation. Talk about this with people who consistently do not cooperate, but if they will not understand, you cannot force them to cooperate. Devote your energy to positive work for the CDC and the library.

Most problems with borrowers have no easy solution. I have encountered situations in which certain staff members see books in the library, then purchase the same books for their own offices with CDC money, claiming it is too much bother to use the library. Perhaps this indicates that the librarian should offer to purchase two copies of important books, so one copy will always be available. If this solution does not work, I would inform the director of the situation and leave it at that.

Some people always "forget" to return books or magazines. If you keep good circulation records, you will know the identity of these people. My solution is to stop buying books for the worst offenders and to be tolerant of the others. This problem arises most frequently when there are no firm circulation policies.

One of the most difficult problems for all libraries is stolen books and materials. These losses can cost a library a considerable part of its budget for replacements. Large libraries have installed guards or warning systems but small libraries cannot do this. Manning a desk in the library room at all times keeps stealing down to a minimum. Some librarians close the library for two weeks every year for inventory, which indicates thefts and losses. When people see the library as a positive aid to their work, not just a storage place for books and magazines, losses to staff members drop drastically.

While starting and running a library does require planning, patience, and attention to detail, an adequate library is not only extremely helpful to those involved in community development work, but for those who have the responsibility to see that it functions well it is an interesting and satisfying occupation. All the above problems will require your positive action and increased efficiency; this will alleviate, but

not solve, such problems entirely. If you find yourself spending more time worrying about these problems than helping people and planning new programs, then you know you are worrying too much.

Appendixes

APPENDIX A: REFERENCE BOOKS

Book of the States (with two supplements)
Annual. $19.50
Council of State Governments
Iron Works Pike
Lexington, Ky. 40505

Books in Print (two volumes)
Annual. $50.00
Bowker/ R. R. Bowker Co.
1180 Avenue of the Americas
New York, N. Y. 10036

Catalog of Federal Domestic Assistance
Annual. $7.00
*GPO

Congressional Staff Directory
Annual. $15.00
Congressional Staff Directory
P. O. Box 62
Mount Vernon, Va. 22121

Encyclopedia of Business Information Sources (two volumes)
1970. $47.50
Gale Research Co.
Book Tower
Detroit, Mich. 48226

The Foundation Directory
Fourth edition. 1971. $15.00
Columbia University Press
562 West 113 Street
New York, N. Y. 10025

Municipal Year Book
Annual. $17.00
International City Management Association
1140 Connecticut Avenue NW
Washington, D. C. 20036

National Trade and Professional Associations of the United States
Annual. $15.00
Columbia Books, Inc.
Room 601
734 15th Street NW
Washington, D. C. 20005

Official Congressional Directory
Annual. $6.25
*GPO

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* See GPO address at the end of the list.

Statistical Abstract of the United States
Annual. $5.50
*GPO

United States Government Organization Manual
Annual. $3.00
*GPO

Webster's Seventh New Collegiate Dictionary
1972. $6.95
G. & C. Merriam Co.
47 Federal Street
Springfield, Mass. 01101

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*GPO address
Superintendent of Documents
Government Printing Office
Washington, D. C. 20402

APPENDIX B: PERIODICALS

Periodicals marked with asterisks (*) have New Publications sections that are particularly helpful.

Access
Office of Minority Business Enterprise
Public Information Division - Access
Washington, D. C. 20230
Free

Black Business Digest
3133 N. Broad St.
Philadelphia, Pa. 19132
$10.00

Black Enterprise
Earl Graves Publishing Co.
295 Madison Ave.
New York, N. Y. 10016
$10.00

Business Week
McGraw-Hill
330 W. 42nd St.
New York, N. Y. 10036
$12.00

*CCED Newsletter
Center for Community Economic Development
1878 Massachusetts Ave.
Cambridge, Mass. 02140

Consumer Reports
Consumers Union
256 Washington St.
Mount Vernon, N. Y. 10550
$8.00

*Development Data
Basic Data Branch
Industrial Development Division
Georgia Institute of Technology
Atlanta, Ga. 30332

Development Letter
U. S. Economic Development Administration
Office of Public Affairs
Washington, D. C. 20230
Free

Economic Opportunity Report
Capitol Publications, Inc.
Suite G-12
2430 Pennsylvania Avenue NW
Washington, D. C. 20037
$75.00

Exchange Bibliographies
Council of Planning Librarians
P. O. Box 229
Monticello, Ill. 61856
$40.00

Forbes
60 Fifth Ave.
New York, N. Y. 10011
$9.50

Foundations News
Box 468
West Haven, Conn. 06516
$10.00

From the State Capitals: Housing & Redevelopment
Bethune Jones
321 Sunset Ave.
Asbury Park, N. J. 07712
$36.00

From the State Capitals: Industrial Development
Bethune Jones
321 Sunset Ave.
Asbury Park, N. J. 07712
$36.00

Housing Affairs Letter
Community Affairs Service
1319 F Street NW
Washington, D. C. 20004
$60.00

*Housing & Renewal Index
Community Affairs Service
1319 F Street NW
Washington, D. C. 20004
$60.00

Housing Assistance Council News
1601 Connecticut Avenue NW
Suite 600
Washington, D. C. 20009
Free

HUD Challenge
Superintendent of Documents
Government Printing Office
Washington, D. C. 20402
$3.00

*Journal of Housing
National Association of Housing & Redevelopment Officials
Watergate Building
2600 Virginia Avenue NW
Washington, D. C. 20037
$12.00

Law Project Bulletin
National Housing & Economic Development Law Project
2313 Warring St.
Berkeley, Calif. 94720
Free

Management Briefs
Institute for Minority Business Education
1420 N Street NW
Washington, D. C. 20005
Free

Manpower Magazine
U. S. Dept. of Labor
Superintendent of Documents
Government Printing Office
Washington, D. C. 20402
$5.50

*Marketing Information Guide
Hoke Communications
224 7th St.
Garden City, N. J. 11530
$10.00

MLAP Newsletter
Migrant Legal Action Program, Inc.
1820 Massachusetts Avenue NW
Washington, D. C. 20036
Free

Monitor [Federal Programs]
Center for Community Change
1000 Wisconsin Avenue NW
Washington, D. C. 20007
Free

Monthly Catalog of U. S. Government Publications
Superintendent of Documents
Government Printing Office
Washington, D. C. 20402
$12.50

National Franchise Reports
Continental Reports, Inc.
P. O. Box 6360
Denver, Colo. 80206
$13.00

National Real Estate Investor
Communication Channels, Inc.
461 Eighth Ave.
New York, N. Y. 10001
$24.00

Network Urban Coalition
National Urban Coalition
2100 M Street NW
Washington, D. C. 20037
Free

New Generation
National Committee on Employment of Youth
145 E. 32nd St.
New York, N. Y. 10016
$3.00

*News for Farmer Cooperatives
Superintendent of Documents
Government Printing Office
Washington, D. C. 20402
$2.50

People's Appalachia
People's Appalachian Research Collective
Route 8 Box 292K
Morgantown, West Virginia 26505
Free

Profits
Institute for Minority Business Education
1420 N Street NW
Washington, D. C. 20005
Free

Quarterly Business Report on Urban Affairs
Chamber of Commerce of the U. S.
Community & Regional Development Group
1615 H Street NW
Washington, D. C. 20006
Free

Real Estate Review
Warren Gorham & Lamont
89 Beach St.
Boston, Mass. 02111
$28.00

Review of Black Political Economy
Black Economic Research Center
112 West 120th St.
New York, N. Y. 10027
$15.00

RHA Reporter
Rural Housing Alliance
Dupont Circle Building
1346 Connecticut Avenue NW
Washington, D. C. 20036
$10.00

SBIC Digest
U. S. Small Business Administration
1441 L Street NW
Washington, D. C. 20416
Free

Selected U. S. Government Publications
Superintendent of Documents
Attn: S. L. Mail List
Washington, D. C. 20402
Free

Small Business Reporter
Dept. 3120
Bank of America N. T. & S. A.
San Francisco, Calif. 94120
$8.50

Southern Patriot
Southern Conference Educational Fund
3210 W. Broadway
Louisville, Ky. 40211
$3.00

Statistical Reporter: Current Developments in Federal Statistics
Superintendent of Documents
Government Printing Office
Washington, D. C. 20402
$3.50

*Urban & Social Change Review
Institute of Human Sciences
Boston College
McGuinn Hall 511
Chestnut Hill, Mass. 02167
$6.00

Weekly Government Abstracts
Business and Economics
National Technical Information Service
Springfield, Va. 22151
$5.00

APPENDIX C: SUBJECT HEADING LIST

Accounting (see also Business Development)
Agricultural Development
Agriculture
Aquaculture
Banks
Beauty Shops
Bibliographies
Black Economic Development
Blacks (subheadings can be used for any other minority group)
- -Culture
- -Economic Conditions
- -Education
- -Employment
- -History
- -Politics
- -Population
- -Research
- -Social Conditions

Boston, Mass. (subheadings can be used for any other city)
- -Community Economic Development
- -Economic Conditions
- -Education
- -Finance
- -Government
- -Health Services
- -Housing
- -Manpower Programs
- -Planning
- -Population
- -Taxation
- -Transportation

Bowling Alleys
Building Service Contracting

Business Development (in general, see also names of specific businesses, Industries, Growth Industries, Retailing, Wholesaling, Manufacturing, Real Estate Development, Feasibility Studies, Venture Capital, Insurance, Management, Marketing, Personnel Management)

-Financial Assistance Sources

-Technical Assistance Sources

Cable Television

Catfish Farming Industry

Catering Business

Chicano Economic Development

Chicanos (see subheadings under Blacks)

Cities & Towns (see subheadings under Boston, Mass.)

Citizen Participation

Civil Rights

Clothing Manufacturing

Community Action Agencies

Community Control

Community Development Corporations

-Business Ventures

-Community Projects

-Directories

-Evaluation

-Financial Assistance Sources

-Fiscal Aspects

-History

-Legal Aspects

-National Organization (see National Congress for Community Economic Development

-Technical Assistance Sources

Consulting Firms

Consumer Education

Convenience Stores

Cooperatives (see also subheadings under Community Development Corporations

- -Arts & Crafts
- -Consumers
- -Farming
- -Fishing
- -Marketing
- -Supply

Credit Unions

Day Care

Development Banks (see also Banks)

Dry Cleaning Business

Employment (see Manpower)

Employment Agencies

Fast Foods Industry

Feasibility Studies (see also Business Development)

Food Industry & Trade

Foundations

Franchises

Fund Raising

Furniture Stores

Ghetto Economic Development (see also Cities & Towns, names of minority groups)

Growth Industries (see also Business Development)

Health Services (see also Cities & Towns, names of specific cities)

Housing (see also Housing Production)

- -Planning
- -Statistics

Housing Production

- -Bonding
- -Construction Costs
- -Contractors
- -Financial Assistance Sources
  - -Federal
  - -State
  - -Private
- -Industrialized
- -Legal Aspects (see Tax & Legal Aspects)

-Management & Operating Expenses
-Programs
-Federal
-State
-Other
-Rehabilitation
-Self-Help
-Tax & Legal Aspects
-Technical Assistance Sources
Indian Economic Development
Indians (see subheadings under Blacks)
Industrial Development (see also Growth Industries, Real Estate Development)
(see subheadings under Housing Production)
-Location of Industries
-Parks
Insurance (see also Business Development)
Job Development (see Manpower)
Labor Unions
Land Banking (see also Real Estate Development)
Land Use (see also Real Estate Development)
Legal Services
Livestock Management
Machine Shops
Management (see also Business Development)
Manpower Programs
-Federal
-State
-Other
Manufacturing (see also Industrial Development)
Marketing (see also Business Development)
Massachusetts (see subheadings under Boston, Mass.)
MESBICS (see also Banks, Development Banks)
Migrants
Minority Business Programs (see also Community Development Corporations, Business Development)
-Federal

-State
-Other
Model Cities
National Congress for Community Economic Development
New England (see subheadings under Boston, Mass.)
New Towns
Personnel Management (see also Business Development)
Pet Shops
Photographic Studios
Planning
Plastics Industries
Pollution Abatement & Control
Poverty
Puerto Rican Economic Development
Puerto Ricans (see subheadings under Blacks)
Racism
Real Estate Development (see also Industrial Development, Housing Production, & Shopping Centers)
-Financing Methods
-Management & Operating Expenses
-Marketing Analysis
-Municipal Regulations
-Projects
-Site Selection & Acquisition
-Tax & Legal Aspects
Recreation
Regional Development (see also names of specific regions)
Rehabilitation of Housing (see Housing Production-Rehabilitation)
Restaurant Business
Retailing (see also Business Development)
Revenue Sharing
Rural Development (see also Cooperatives, Industrial Development, Regional Development, Agricultural Development)
Savings & Loans Associations (see also Banks)
Shopping Centers (see also Housing Production, Industrial Development, Real Estate Development)

-Architectural Design
-Leases
-Operations & Management
-Parking
-Site Selection & Acquisition
-Tenant Selection
Small Business (see Business Development)
State Development Programs (see also names of specific states)
Statistics
-Consumers
-Family
-Housing
-Income
-Industry
-Manpower
-Population
-Poverty
Supermarkets
Tenants (see also Housing)
Tourist Trade (see also Recreation)
Transportation
Unemployment (see also Manpower Programs)
Unions (see Labor Unions)
U. S. Congress
U. S. Dept. of Agriculture
U. S. Dept. of Commerce
U. S. Dept. of Health, Education & Welfare
U. S. Dept. of Housing & Urban Development
U. S. Dept. of the Interior
U. S. Dept. of Labor
U. S. Dept. of the Treasury
U. S. Economic Development Administration
U. S. Farmers Home Administration
U. S. General Services Administration
U. S. Internal Revenue Service

U. S. Manpower Administration

U. S. Office of Economic Opportunity

U. S. Office of Minority Business Enterprise

U. S. Small Business Administration

Urban Development

Urban Renewal

Venture Capital (see also Business Development)

War on Poverty (see U. S. Office of Economic Opportunity & names of specific poverty programs)

Welfare

White Ethnic Economic Development

White Ethnics (see subheadings under Blacks)

Wholesaling (see also Business Development)

Youth

- -Employment
- -Programs

APPENDIX D: SAMPLE CATALOG CARDS

MAGAZINE ARTICLE AUTHOR CARD

HD 2787
Lil

Lilley, William
Federal programs spur abandonment of housing in major cities. From National Journal, Jan. 1, 1972.
8p.

FEDERAL GOVERNMENT DOCUMENT AUTHOR CARD

HD 7287
Uni

U. S. Dept. of Housing & Urban Development

Homeownership for low income families (section 235); a HUD handbook. Washington, 1971.
37p.

STATE GOVERNMENT DOCUMENT AUTHOR CARD

HC 108. M4
Mas Massachusetts. Dept. of Commerce and Development

Statistical abstract of the Massachusetts economy for selected years 1929-1968. Boston, 1970.
94p.

MUNICIPAL GOVERNMENT DOCUMENT AUTHOR CARD

HC 108. B7
Bos Boston. Model City Administration

Dudley Station business survey. Boston, 1970.
37p.

TWO AUTHORS, ADDED ENTRY CARD

Harrison, Bennett

HC 108. N5. 6
Vie Vietorisz, Thomas
The economic development of Harlem, by Thomas Vietorisz and Bennett Harrison. New York, Praeger, 1970.
287p.

APPENDIX E: AUTHORITY FILE FOR FEDERAL GOVERNMENT AUTHORS

Note: Make this a card file rather than a list.

U. S. Advisory Commission on Intergovernmental Relations

U. S. Agency for International Development. See -- U. S. Dept. of State

U. S. Agricultural Research Service. See -- U. S. Dept. of Agriculture

U. S. Bureau of Domestic Commerce

U. S. Bureau of Federal Credit Unions

U. S. Bureau of Labor Statistics

U. S. Bureau of Land Management. See -- U. S. Dept. of the Interior

U. S. Bureau of Outdoor Recreation. See -- U. S. Dept. of the Interior

U. S. Bureau of the Census

U. S. Civil Service Commission

U. S. Civil Service Commission. Library

U. S. Commission on Civil Rights

U. S. Comptroller General

U. S. Cong. House

U. S. Cong. Joint Economic Committee

U. S. Cong. Senate

U. S. Defense Supply Agency. See -- U. S. Dept. of Defense

U. S. Dept. of Agriculture

U. S. Dept. of Agriculture. Agricultural Research Service

U. S. Dept. of Agriculture. Economic Research Service

U. S. Dept. of Agriculture. Farmer Cooperative Service

U. S. Dept. of Agriculture. Federal Extension Service

U. S. Dept. of Agriculture. Forest Service

U. S. Dept. of Agriculture. Rural Electrification Administration

U. S. Dept. of Commerce

U. S. Dept. of Defense. Defense Supply Agency

U. S. Dept. of Health, Education & Welfare

U. S. Dept. of Health, Education & Welfare. Office of Regional & Community Development

U. S. Dept. of Health, Education & Welfare. Public Health Service

U. S. Dept. of Health, Education & Welfare. Social & Rehabilitation Service

U. S. Dept. of Housing & Urban Development

U. S. Dept. of Housing & Urban Development. Library

U. S. Dept. of Housing & Urban Development. Office of Community Development

U. S. Dept. of Housing & Urban Development. Office of International Affairs

U. S. Dept. of Labor

U. S. Dept. of Labor. Manpower Administration

U. S. Dept. of State. Agency for International Development

U. S. Dept. of the Interior

U. S. Dept. of the Interior. Bureau of Land Management

U. S. Dept. of the Interior. Bureau of Outdoor Recreation

U. S. Dept. of the Treasury

U. S. Dept. of the Treasury. Internal Revenue Source

U. S. Dept. of the Treasury. Office of Revenue Sharing

U. S. Dept. of Transportation

U. S. Economic Development Administration

U.S. Economic Research Service. See -- U.S. Dept. of Agriculture

U.S. Environmental Protection Agency

U.S. Farm Credit Administration

U.S. Farmer Cooperative Service. See -- U.S. Dept. of Agriculture

U.S. Farmers Home Administration

U.S. Federal Trade Commission

U.S. Forest Service. See -- U.S. Dept. of Agriculture

U.S. General Services Administration

U.S. Internal Revenue Service. See -- U.S. Dept. of the Treasury

U.S. Legislative Reference Service. See -- U.S. Library of Congress

U.S. Library of Congress

U.S. Library of Congress. Legislative Reference Service

U.S. Manpower Administration. See -- U.S. Dept. of Labor

U.S. National Aeronautics & Space Administration

U.S. Office of Business Development. See -- U.S. Small Business Administration

U.S. Office of Community Development. See -- U.S. Dept. of Housing & Urban Development

U.S. Office of Economic Development. See -- U.S. Office of Economic Opportunity

U.S. Office of Economic Opportunity

U.S. Office of Economic Opportunity. Office of Economic Development.

U.S. Office of International Affairs. See -- U.S. Dept. of Housing and Urban Development

U.S. Office of Management & Budget

U.S. Office of Minority Business Enterprise

U. S. Office of Regional & Community Development. See -- U. S. Dept. of Health, Education & Welfare

U. S. Office of Revenue Sharing. See -- U. S. Dept. of the Treasury

U. S. President

U. S. Public Health Service. See -- U. S. Dept. of Health, Education & Welfare

U. S. Rural Electrification Administration. See -- U. S. Dept. of Agriculture

U. S. Small Business Administration

U. S. Small Business Administration. Office of Business Development

U. S. Social & Rehabilitation Service. See -- U. S. Dept. of Health, Education & Welfare

The Center for Community Economic Development (CCED) is an independent research group located at 1878 Massachusetts Avenue, Cambridge, Massachusetts 02140. Its primary function is to conduct public policy research by examining the ongoing problems of community development corporations (CDCs) and of other community-based economic organizations. A CDC is a corporation based in one geographic area and controlled democratically by the residents. It can (and does) own stores, housing, factories, and so forth on behalf of the community. It usually attempts simultaneously to develop social services. When profits are made, many CDCs attempt to shift at least part of these directly into a variety of neighborhood-building activities.

CCED acts also as a clearinghouse and library for materials and information on community-based economic development, and it has assisted CDCs as an advocate on social and economic problems. Its work is supported primarily by a grant from the United States Office of Economic Opportunity.

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